Image Description: Centers for Disease Control

Centers for Disease Control

National Center for Immunization and Respiratory Diseases

National Organization to Strengthen and Support a Network of Immunization Program Managers
CDC-RFA-IP17-1703
Application Due Date: 06/12/2017

National Organization to Strengthen and Support a Network of Immunization Program Managers

CDC-RFA-IP17-1703

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Part I. Overview Information

Applicants must go to the synopsis page of this announcement at www.grants.gov and click on the "Send Me Change Notifications Emails" link to ensure they receive notifications of any changes to CDC-RFA-IP17-1703. Applicants also must provide an e-mail address to www.grants.gov to receive notifications of changes.

A. Federal Agency Name:

Centers for Disease Control and Prevention (CDC) / Agency for Toxic Substances and Disease Registry (ATSDR)

B. Funding Opportunity Title:

National Organization to Strengthen and Support a Network of Immunization Program Managers

C. Announcement Type: New - Type 1

This announcement is only for non-research activities supported by CDC. If research is proposed, the application will not be considered. For this purpose, research is defined at https://www.gpo.gov/fdsys/pkg/CFR-2007-title42-vol1/pdf/CFR-2007-title42-vol1-sec52-2.pdf. Guidance on how CDC interprets the definition of research in the context of public health can be found at http://www.cdc.gov/od/science/integrity/docs/cdc-policy-distinguishing-public-health-research-nonresearch.pdf.

New-Type 1

D. Agency Funding Opportunity Number:

CDC-RFA-IP17-1703

E. Catalog of Federal Domestic Assistance (CFDA) Number:

93.185

F. Dates:

1. Due Date for Letter of Intent (LOI): **N/A**

2. Due Date for Applications: **06/12/2017**, 11:59 p.m. U.S. Eastern Standard Time, at www.grants.gov.

3. Date for Informational Conference Call:

April 18, 2017 at 2:00pm ET.

Dial-in number: (855) 644-0229

Passcode: 633-261

G. Executive Summary:

1. Summary Paragraph:

The Centers for Disease Control and Prevention (CDC) announces the availability of funds to support immunization program managers through CDC-RFA-IP17-1703, *National Organization to Strengthen and Support a Network of Immunization Program Managers*. This five year project, with approximately $400,000 available for each 12-month budget period, aids immunization program managers with achieving the goals of CDC-RFA-IP13-1301, Immunization and Vaccines for Children Program, and long-term goals of high immunization coverage rates and low incidence of vaccine-preventable diseases. There are four strategies associated with this funding that focus on training and resource development around select topics, education about and dissemination of practices associated with program improvement, mentoring and leadership development activities, and supporting communication and information sharing among key

partners. As a result of this award, it is expected that immunization program managers will have increases in knowledge, capacity, and access to tools/resources to improve program performance, and strengthened ability to manage a federally funded immunization program.

a. Eligible Applicants:	Open Competition
b. FOA Type:	Cooperative Agreement
c. Approximate Number of Awards:	1
d. Total Project Period Funding:	$2,000,000
e. Average One Year Award Amount:	$400,000
f. Total Project Period Length:	5
g. Estimated Award Date:	08/21/2017
h. Cost Sharing and / or Matching Requirements:	N

Part II. Full Text

A. Funding Opportunity Description

Part II. Full Text

1. Background

a. Overview

As documented in a 2011 CDC Morbidity and Mortality Weekly Report (MMWR), one of the ten greatest public health achievements in the 20th century has been the declines in cases, hospitalizations, deaths, and health-care costs associated with vaccine-preventable diseases.[1] Despite these tremendous strides, there are persistent and urgent efforts to assure high vaccination coverage rates, ensure communities are aware of and being vaccinated according to the routinely-updated ACIP recommendations, and respond to periodic outbreaks of vaccine-preventable diseases. This work is carried out by the National Center for Immunization and Respiratory Disease (NCIRD), and the 64 state, territorial, and local immunization programs receiving funds under CDC-RFA-IP13-1301 with technical support from Immunization Services Division's (ISD) Program Operations Branch (POB).

Each immunization program is led by an immunization program manager who plays a vital role in overseeing the management and operations of the program, including developing and ensuring the achievement of program goals. POB recognizes the importance of providing support to program managers in effective execution of day-to-day activities, and circumstances that impact operations such as changes in vaccine policies or guidance, vaccine pricing, immunization information systems, and more. Moreover, there is additional program-wide benefit in providing a platform for immunization program managers to learn from each other to address challenges, share successes, and improve immunization practices.

Based on work to support immunization program managers in previous cooperative agreements, this FOA (CDC-RFA-IP17-1703) specifically supports immunization program managers by: 1) building capacity and strengthening efforts to address select programmatic topic areas, 2) promoting and enhancing adoption of practices to support program improvement, 3) providing leadership development training and mentoring support, and 4) supporting communication and information sharing among key partners.

[1] Centers for Disease Control and Prevention. Ten Great Public Health Achievements --- United States, 2001-2010. MMWR 2011;60(19):619-623.

b. Statutory Authorities

This program is authorized under section 317 of the Public Health Service Act, [42 U.S.C. section 247b], as amended.

c. Healthy People 2020

Outcomes of CDC-RFA-IP17-1703: the *National Organization to Strengthen and Support a Network of Immunization Program Managers* cooperative agreement support the Healthy People 2020 goals for immunization and infectious disease.

Additional information about the immunization related goals and objectives for Immunization and Infectious Disease section within Healthy People 2020 can be found at: https://www.healthypeople.gov/2020/topics-objectives/topic/immunization-and-infectious-diseases/objectives.

d. Other National Public Health Priorities and Strategies

The work of this cooperative agreement supports, in part, goals 1-3 of *The National Adult Immunization Plan*: 1) Strengthen the adult immunization infrastructure, 2) Improve access to adult vaccines, and 3) increase community demand for adult vaccines. For more information about the US Department of Health and Human Services' National Vaccine Program Office's adult immunization plan, please visit: https://www.hhs.gov/nvpo/national-adult-immunization-plan/index.html.

In addition, two strategic directions of the National Prevention Strategy are relevant to this FOA. These include: 1) elimination of health disparities, and 2) clinical and community preventative services. For more information about the National Prevention Strategy, please visit: https://www.surgeongeneral.gov/priorities/prevention/strategy/#TheStrategicDirections
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e. Relevant Work

CDC's pursuit to identify a "National Organization to Strengthen and Support a Network of Immunization Program Managers", CDC-RFA-IP17-1703, builds upon the work of previous FOAs:

- CDC-RFA-IP14-1402: "Strengthening a network of immunization program managers to support the NCRID mission to prevent disease through immunization."
- CDC-RFA-IP09-905: "Coordination of Activities between the CDC, NCIRD, and State and Local Immunization Programs"

Through each iteration of the FOA, the activities have been more clearly defined and/or enhanced. Work supported by these awards has included developing resources and trainings to support program improvement, efforts to raise awareness and knowledge around immunization topic areas, and facilitating peer learning.

Work under this new FOA, CDC-RFA-IP17-1703, also supports and is directly related to the focus areas for the "Immunization and Vaccines for Children Program Cooperative Agreement", CDC-RFA-IP13-1301.

CDC-RFA-IP13-1301 funds immunization programs to: enhance stewardship and accountability for all

publicly purchased vaccine and VFC and 317 operations funding, assess program performance for program improvement, assure access to vaccines, assure that the immunization information technology infrastructure supports program goals and objectives, and improve and maintain preparedness.

For additional information about any of the above mentioned cooperative agreements please visit http://www.grants.gov and search the archived opportunities.

2. CDC Project Description

a. Approach

Bold indicates project period outcome.

CDC-RFA-IP17-1703 Logic Model: National Organization to Strengthen and Support a National Network of Immunization Program Managers			
Strategies and High-level Activities	***Short-term Outcomes***	***Intermediate Outcomes***	***Long-term Outcomes***
Build Capacity and Strengthen Efforts to Address Select Programmatic Topic Areas • Develop plan to improve knowledge, skills, and program performance around three topic areas. • Create resources such as webinars, trainings, web-based training tools or information to build capacity and strengthen efforts to address the selected topics. • Develop and maintain continuous quality improvement and evaluation activities. **Promote and Enhance Adoption of Practices to Support Program Improvement** • Identify and screen program practices that support immunization program managers in achieving the goals of CDC-RFA-IP13-1301: the Immunization and Vaccines for Children Program Cooperative Agreements • Disseminate, promote, and evaluate adoption of program	• **Increased knowledge, skill, and capacity to address selected programmatic areas.** • **Increased knowledge of, and access to, practices attributed to program improvement.** • **Leadership development trainings are based on a training framework that meets program manager needs.** • **A structured plan to facilitate peer-to-peer support and mentoring is developed and**	• **Improved performance of immunization programs as demonstrated through annual reporting and site visit reports.** • **Practices for program improvement adopted by program managers and appropriate staff.** • **Immunization program manager workforce knowledgeable about immunization operations, and capable of**	• Decrease in vaccine preventable diseases • Increase in vaccine coverage rates

practices. **Provide Leadership Development Trainings and Mentoring/Peer-to-Peer Support** • Create a mentoring and leadership development plan. • Develop and evaluate trainings and resources to support leadership develop and mentoring. **Support Communication and Information Sharing** • Represent unified voice for immunization program managers about arising challenges and resources or support needed • Assess immunization programs capacity or activities upon request from ISD/POB. • Provide key informant input to ISD/POB on proposed policies, guidance, or operational changes	**developed and executed.** • **Increased satisfaction with information sharing between POB/ISD, awardee, and immunization program managers.**	**leading a federally funded immunization program.**	

i. Purpose

The purpose of this funding opportunity announcement is to support immunization program managers in managing and improving performance of immunization programs. This program focuses on development and management of a network that will emphasize training and resource development around select topics, education and dissemination of practices associated with program improvement, mentoring and leadership development activities, and support communication and information sharing among key partners.

ii. Outcomes

The complete list of outcomes associated with the strategies and activities of this cooperative agreement are identified in the logic model and includes short, intermediate, and long-term outcomes. During the five year project period, the awardee is expected to achieve the short-term outcomes, and demonstrate progress toward the intermediate outcomes. These outcomes include:

- Short-Term Outcomes:
  - Increased knowledge, skill, and capacity to address selected programmatic areas.
  - Increased knowledge of, and access to, practices attributed to program improvement and increases in vaccination rates.
  - Leadership development trainings are based on a training framework that meets program manager needs.
  - A structured plan to facilitate peer-to-peer support and mentirong is developed and executed.
  - Increased satisfaction with information sharing between POB/ISD, awardee, and immunization program managers.

- Intermediate Outcomes:
    - Improved performance of immunization programs as demonstrated through annual reporting and site visit reports.
    - Practices for program improvement adopted by program managers and appropriate staff.
    - Immunization program manager workforce is knowledgeable about immunization operations and is and capabale of leading a federally funded immunization program.

iii. Strategies and Activities

The following are the strategies and activities the award recipient is expected to implement during the five-year project period. The recipient may identify additional activities necessary to achieve the strategies and should detail them in the work plan.

Build Capacity and Strengthen Efforts to Address Select Programmatic Topic Areas

Throughout the 5-year project period, the recipient will work collaboratively with ISD to build capacity and strengthen efforts among immunization program managers by addressing select programmatic topic areas. Topics that may be addressed include: adolescent AFIX, immunization information system (IIS) integration, HPV vaccination, IIS sustainability, strategies or practices that align immunization activities to national quality improvement standards and incentives, or an awardee suggested topic. The awardee must identify at least three of the topics listed to address during the 5-year project period, of which only one IIS topic may be selected under this cooperative agreement. Plans to address each topic will be reviewed and approved by POB/ISD prior to implementation. Along with the awardee, POB/ISD will ensure topic specific plans have clearly defined goals, deliverables, and outcomes.

Activities associated with this strategy may include, but are not limited to:

- Conduct needs assessment to identify gaps in knowledge and skills among immunization program managers and areas where programmatic improvement is needed.
- Develop plan to address identified gaps in knowledge and opportunities for improvement throughout the 5 year project period.
- Receive ISD approval prior to executing implementation plan.
- Convene stakeholders, including assembling workgroup(s) when appropriate to consult on activities for each topic.
- Develop technical assistance resources such as webinars, trainings, web-based training tools or information, and other relevant aids to build capacity and strengthen efforts to address the selected topics.
- Develop and maintain continuous quality improvement and evaluation activities.
- Develop final report summarizing activities and lessons learned.
- Highlight activities through webinars, meeting/conference presentations, abstracts, etc. to further support building capacity and strengthen efforts to address the selected topics.

Promote and Enhance Adoption of Practices to Support Program Improvement

The award recipient will develop written summaries, trainings, and other tools or resources to promote and enhance adoption of practices that will support program improvement. To achieve this task, the recipient will identify and promote emerging, promising, and best practices in use by immunization programs.

Activities may include, but are not limited to:

- Proactively identify practices. Resources to identify practices may include: reviewing meeting or conference agendas, interviews, focus groups, or assessments of immunization program managers, or soliciting submissions from immunization program managers and/or POB staff.
- Screen identified practices against standardized criteria developed by the awardee in consultation with ISD.
- Collaborate with immunization program managers to develop written summary of practice. This may include awardee leading the development of a practice summary.
- Make practices widely available, and electronically accessible, to program managers and ISD.
- Develop trainings and resources to support adoption of program practices.
- Develop and maintain continuous quality improvement and evaluation activities.

Provide Leadership Development Trainings and Mentoring/Peer-to-Peer Support

The recipient will develop, implement, and evaluate a mentoring and leadership development program that will supplement POB's immunization program manager's orientation training and resources; provide ongoing mentoring and peer-to-peer support; and include leadership development resources and quarterly training opportunities. The recipient will work closely with POB staff in developing program orientation resources and activities. POB will provide the recipient with resources related to immunization program requirements.

Activities include, but are not limited to:

- Conduct assessment of current mentoring, and leadership development activities/resources for program managers and program manager needs.
- Develop a plan to include:
    - A framework that outlines trainings needs, priority focus areas, methods/modes to conduct trainings, and learning objectives.
    - A strategy to support immediate needs of newly hired program managers
    - A strategy to meet the training needs of all program managers.
    - Support of POB program manager's orientation that complements POB's activities and resources.
    - A strategy to provide ongoing mentoring and peer-to-peer support opportunities.
    - Leadership development resources and training opportunities.
- Develop, host, and evaluate quarterly leadership development webinars available to all program managers and POB/ISD.
- Develop and maintain continuous quality improvement and evaluation activities.

Support Communication and Information Sharing

The recipient will support real-time communication between immunization program managers and ISD/POB through information gathering and sharing, proposing and implementing strategies or solutions to address emerging issues, and providing stakeholder insight upon request.

Activities include, but are not limited to:

- Represent unified voice for immunization program managers by communicating arising programmatic, operational, or policy issues facing most program managers to ISD/POB and

identifying strategies, skills, or resources needed to address the issue.
- Assess immunization programs operational capacity, programmatic activities/practices, and policy or legislative activities, upon request from ISD/POB.
- Provide key informant input to POB/ISD on proposed policies, guidance, or operational changes.

1. Collaborations

a. With other CDC programs and CDC-funded organizations:

Two primary collaborations are necessary for the execution of this award; collaboration with CDC and with federally funded immunization programs.

The primary relationship between CDC and the recipient will occur with NCIRD Immunization Services Division's Program Operations Branch (POB). POB will provide consultation to the award recipient on trainings, resources, communication, or assistance provided to immunization program managers as a result of this award. Furthermore, federally funded immunization programs serve as both the target audience and a key collaborator. Immunization program managers support of, and partnership with, the award recipient is necessary to carry out all aspects of this award.

Secondary collaborations among other CDC and CDC-funded organizations are encouraged when appropriate. This may include other CDC-funded non-profit organizations and other CDC programs with overlapping topics or target audiences.

b. With organizations not funded by CDC:

When appropriate, the recipient is recommended to work in collaboration with non-CDC funded organizations to leverage resources and support the strategies and activities of this award to achieve the intended outcomes. This may include, but is not limited to: public health organizations, immunization coalitions, professional associations, academic institutions, health departments, etc.

2. Target Populations

The target population for this project are immunization program managers from state, territorial, and local health departments that are awardees of the funding opportunity CDC-RFA-IP13-1301, "Immunization and Vaccines for Children Program Cooperative Agreement".

a. Health Disparities

The award recipient is encouraged to incorporate efforts to reduce health disparities and improve social determinants of health in the execution of the cooperative activities, when appropriate. For this project, examples may include, but are not required to be: crafting a best practices summary on increasing vaccination rates among tribal populations, enhacing immunization program efforts to increase vaccination coverage rates among people living in poverty, developing a webinar on efforts to increase awareness and acceptance of HPV vaccination among males, or creating a peer network among rural immunization program managers to support the geographical challenges of conducting AFIX visits.

iv. Funding Strategy

N/A

b. Evaluation and Performance Measurement

i. CDC Evaluation and Performance Measurement Strategy

CDC and the awardee will evaluate and measure FOA efforts over the entire five year project period. Within six month post-award, CDC and the awardee will collaboratively finalize process and outcome measures related to program short-term outcomes to ensure they are concrete and achievable.

As part of the application, the applicant should define measures that will be used to:

- track implementation of awardee strategies and activities (**process evaluation**) and
- determine progress on achieving the project period outcomes (**outcome evaluation**).

Potential measures for the process evaluation:

Strategy 1: Build Capacity and Strengthen Efforts to Address Select Programmatic Topic Areas

- Process measures: How many trainings and resources have been developed? How many presentations/trainings were conducted? What analyses or evaluation have occurred? How many reports have been developed?

Strategy 2: **Promote and Enhance Adoption of Practices to Support Program Improvement**

- Process measures: How many practices have been identified? What types of practices have been identified? How many practice summaries have been developed? What types of promotion of practices have occurred? How many practices have been adopted by immunization programs?

Strategy 3: **Provide Leadership Development Trainings, and Mentoring and Peer-to-Peer Support**

- Process measures: How many leadership development trainings and presentations have occurred? What types and how many resources have been developed? How many program managers are participating in mentoring or peer-to-peer support activities?

Strategy 4: **Support Communication and Information Sharing**

- Process measures: What types of issues are arising among program managers, and what are the resources or support needed to address the issue? What assessments have been conducted? How much and what type of input has been provided to POB/ISD, when requested, on policy, guidance, or operational changes.

Potential measures for outcome evaluation:

Short-Term Outcomes (SO):

- **SO 1: Increased knowledge, skill, and capacity to address selected programmatic areas.**
  - Outcome measures: % change in reported knowledge obtained as a result of trainings/resources; % change in reported skill among program managers to address the selected topic areas; % change in reported capacity to address the selected topic areas among program managers.

- **SO 2: Increased knowledge of, and access to, practices attributed to program improvement and increases in vaccination rates.**

- Outcome measures: % change in reported knowledge about practices attributed to program improvement among program managers; % change in practice summaries accessed over time.

- **SO 3: Leadership development trainings are based on a training framework that meets immunization program manager needs.**
  - Outcome measures: % program managers who report leadership training needs met; % immunization program managers satisfied with trainings; % program managers who report increased confidence in serving as program manager/carrying out tasks as program manager

- **SO 4: A structured plan to facilitate peer-to-peer support and mentoring is developed and executed.**
  - Outcome measures: % program managers participating in a peer network; % new program managers participating in mentoring program; % program managers reporting satisfaction with peer network and/or mentoring activities.

- **SO 5: Increased satisfaction with information sharing between POB/ISD, awardee, and immunization program managers.**
  - Outcome measures: % reported satisfaction with communication and information sharing between key stakeholders.

Intermediate Outcomes (IO):

- **IO 1: Improved performance of immunization programs as demonstrated through annual reporting and site visit reports.**
  - Outcome measure: Is there evidence immunization program performance has improved?

- **IO 2: Practices for program improvement adopted by program managers and appropriate staff.**
  - Outcome measure: Is there evidence of adoption of practices attributed to program improvement by immunization program managers?

- **IO 3: Immunization program manager workforce knowledgeable about immunization operations, and capable of leading a federally funded immunization program.**
  - Outcome measure: Is there evidence that program managers are equipped to serve in the role?

ii. Applicant Evaluation and Performance Measurement Plan

Applicants must provide an evaluation and performance measurement plan that demonstrates how the awardee will fulfill the requirements described in the CDC Evaluation and Performance Measurement and Project Description sections of this FOA. At a minimum, the plan must describe:

- How applicant will collect the performance measures, respond to the evaluation questions, and use evaluation findings for continuous program quality improvement.
- How key program partners will participate in the evaluation and performance measurement planning processes.
- Available data sources, feasibility of collecting appropriate evaluation and performance data, and

other relevant data information (e.g., performance measures proposed by the applicant)
- Plans for updating the Data Management Plan (DMP), if applicable, for accuracy throughout the lifecycle of the project. The DMP should provide a description of the data that will be produced using these FOA funds; access to data; data standards ensuring released data have documentation describing methods of collection, what the data represent, and data limitations; and archival and long-term data preservation plans. For more information about CDC's policy on the DMP, see https://www.cdc.gov/grants/additionalrequirements/ar-25.html.

Where the applicant chooses to, or is expected to, take on specific evaluation studies, they should be directed to:

- Describe the type of evaluations (i.e., process, outcome, or both).
- Describe key evaluation questions to be addressed by these evaluations.
- Describe other information (e.g., measures, data sources).

Awardees will be required to submit a more detailed Evaluation and Performance Measurement plan, including a DMP, within the first 6 months of award, as described in the Reporting Section of this FOA.

c. Organizational Capacity of Awardees to Implement the Approach

Applicants must provide information on their organizational capacity which clearly demonstrates an ability to execute the CDC program requirements in a timely and efficient manner. In addition, applicants for this award must demonstrate:

- A national perspective and organizational focus dedicated to supporting the work of immunization program managers.
- At least 10 years' experience working with federally funded immunization programs on topics such as: program management, vaccine management, vaccine storage and handling, information technology and immunization information systems, immunization policy, vaccine funding, health education, and vaccine-preventable disease surveillance.\
- Staff, or access to staff, with knowledge and experience in providing mentoring and leadership development opportunities.
- Methods of communicating with immunization program managers via, at minimum, a website and email distribution list (e.g., listserv)
- Capacity to conduct all of the strategies and activities outlined in the FOA.
- An existing ability to manage the award, e.g.,:
    - Program, staffing, and performance management
    - Performance monitoring and evaluation
    - Fiscal management and reporting
    - Technological tools or resources to execute proposed strategies
    - Administrative management of the required procurement efforts including the ability to write and award contracts.

d. Work Plan

Applicants must develop a work plan that outlines how the proposed strategies and supporting activities will achieve the outcomes during the five year project period. The work plan will provide both a high-level overview of the five-year project period and a detailed description of the first year of the award. The work plan should incorporate all FOA-related program strategies and activities, and applicants should describe how they plan to monitor each activity. CDC will provide feedback and technical assistance to the award recipient to finalize the work plan within 6 months post award. The work plan must include:

- Year 1 Detailed Work Plan:

- Activities and timelines to support achievement of FOA outcomes. These activities must be aligned with the FOA logic model and should have appropriate performance measures or milestones for accompanying tasks.
- Staff, contractors, or consultants to support implementation of the award. Specify staff responsibility for FOA-related activities and qualifications for these roles.
- Budget and budget narrative

- Five-Year Overview of Project Plan:
  - Intended activities and outcomes over the course of the project; providing high-level details for years 2-5

e. CDC Monitoring and Accountability Approach

Monitoring activities include routine and ongoing communication between CDC and awardees, site visits, and awardee reporting (including work plans, performance, and financial reporting). Consistent with applicable grants regulations and policies, CDC expects the following to be included in post-award monitoring for grants and cooperative agreements:

- Tracking awardee progress in achieving the desired outcomes.
- Ensuring the adequacy of awardee systems that underlie and generate data reports.
- Creating an environment that fosters integrity in program performance and results.

Monitoring may also include the following activities deemed necessary to monitor the award:

- Ensuring that work plans are feasible based on the budget and consistent with the intent of the award.
- Ensuring that awardees are performing at a sufficient level to achieve outcomes within stated timeframes.
- Working with awardees on adjusting the work plan based on achievement of outcomes, evaluation results and changing budgets.
- Monitoring performance measures (both programmatic and financial) to assure satisfactory performance levels.

Monitoring and reporting activities that assist grants management staff (e.g., grants management officers and specialists, and project officers) in the identification, notification, and management of high-risk grantees.

f. CDC Program Support to Awardees (THIS SECTION APPLIES ONLY TO COOPERATIVE AGREEMENTS)

In a cooperative agreement, CDC staff are substantially involved in the program activities, above and beyond routine grant monitoring. CDC activities will include:

- Provide technical consultation in developing the work plan and evaluation plan, and ongoing technical assistance required to achieve strategies and supporting activities.
- Review, as needed, data collection methodology and instruments developed by the recipient to complete activities and required evaluation.
- Collaborate with awardee to in identify subject matter experts and required resources to achieve strategies and execute activities.
- Provide ongoing monitoring of the work plan, and status of meeting milestones and performance measures including expected outputs and outcomes through regularly occurring conference calls which will provide a forum for discussing challenges, barriers, and progress toward achieving goals.
- Hosting periodic opportunities for face-to-face meetings to coordinate and enhance activities.

B. Award Information

1. Funding Instrument Type: Cooperative Agreement

CDC's substantial involvement in this program appears in the CDC Program Support to Awardees Section.

2. Award Mechanism: H23

Immunization Program

3. Fiscal Year: 2017

4. Approximate Total Fiscal Year Funding: $400,000

5. Approximate Project Period Funding: $2,000,000

This amount is subject to the availability of funds.

Estimated Total Funding: $2,000,000

6. Total Project Period Length: 5 year(s)

7. Expected Number of Awards: 1

8. Approximate Average Award: $400,000 Per Budget Period

9. Award Ceiling: $600,000 Per Budget Period

This amount is subject to the availability of funds.

10. Award Floor: $200,000 Per Budget Period

11. Estimated Award Date: 08/21/2017

12. Budget Period Length: 12 month(s)

Throughout the project period, CDC will continue the award based on the availability of funds, the evidence of satisfactory progress by the awardee (as documented in required reports), and the determination that continued funding is in the best interest of the federal government. The total number of years for which federal support has been approved (project period) will be shown in the "Notice of Award." This information does not constitute a commitment by the federal government to fund the entire period. The total project period comprises the initial competitive segment and any subsequent non-competitive continuation award(s).

13. Direct Assistance

Direct Assistance (DA) is not available through this FOA.

C. Eligibility Information

1. Eligible Applicants

Eligibility Category: Others (see text field entitled "Additional Information on Eligibility" for clarification)

Additional Eligibility Category:

2. Additional Information on Eligibility

Open to any entity qualifying under 317 of the Public Health Service Act (for-profit entities do not qualify), subject to any additional clarification provided.

Applicants must have an established membership of at least 50 immunization program managers whose immunization program is receiving funding under CDC-RFA-IP13-1301. To demonstrate this, applicants must upload their membership list and any other documentation describing their membership in Grants.gov under "Other Attachment Forms," and label the document "Documentation of Membership."

Applicants that do not provide documentation of membership as described, will be considered nonresponsive and will not be passed forward for further review.

3. Justification for Less than Maximum Competition

4. Cost Sharing or Matching

Cost Sharing / Matching Requirement: No

5. Maintenance of Effort

Maintenance of effort is not required for this program.

D. Application and Submission Information

1. Required Registrations

An organization must be registered at the three following locations before it can submit an application for funding at www.grants.gov.

a. Data Universal Numbering System:

All applicant organizations must obtain a Data Universal Numbering System (DUNS) number. A DUNS number is a unique nine-digit identification number provided by Dun & Bradstreet (D&B). It will be used as the Universal Identifier when applying for federal awards or cooperative agreements.

The applicant organization may request a DUNS number by telephone at 1-866-705-5711 (toll free) or internet at http:// fedgov.dnb. com/ webform/ displayHomePage.do. The DUNS number will be provided at no charge.

If funds are awarded to an applicant organization that includes sub-awardees, those sub-awardees must provide their DUNS numbers before accepting any funds.

b. System for Award Management (SAM):

The SAM is the primary registrant database for the federal government and the repository into which an entity must submit information required to conduct business as an awardee. All applicant organizations must register with SAM, and will be assigned a SAM number. All information relevant to the SAM number must be current at all times during which the applicant has an application under consideration for funding by CDC. If an award is made, the SAM information must be maintained until a final financial report is submitted or the final payment is received, whichever is later. The SAM registration process can require 10 or more business days, and registration must be renewed annually. Additional information about registration procedures may be found at ***www.SAM.gov***.

c. Grants.gov:
The first step in submitting an application online is registering your organization at www.grants.gov, the official HHS E-grant Web site. Registration information is located at the "Get Registered" option atwww.grants.gov.
All applicant organizations must register at www.grants.gov. The one-time registration process usually takes not more than five days to complete. Applicants should start the registration process as early as possible.

Step	System	Requirements	Duration	Follow Up
1	Data Universal Number System (DUNS)	1. Click on http:// fedgov.dnb.com/ webform 2. Select Begin DUNS search/request process 3. Select your country or territory and follow the instructions to obtain your DUNS 9-digit # 4. Request appropriate staff member(s) to obtain DUNS number, verify & update information under DUNS number	1-2 Business Days	To confirm that you have been issued a new DUNS number check online at (http:// fedgov.dnb.com/ webform) or call 1-866-705-5711Image Description:
2	System for Award Management (SAM) formerly Central Contractor Registration (CCR)	1. Retrieve organizations DUNS number 2. Go to www.sam.gov and designate an E-Biz POC (note CCR username will not work in SAM and you will need to have an active SAM account before you can register on grants.gov)	3-5 Business Days but up to 2 weeks and must be renewed once a year	For SAM Customer Service Contact https://fsd.gov/ fsd-gov/ home.do Calls: 866-606-8220Image Description:

3	Grants.gov	1. Set up an individual account in Grants.gov using organization new DUNS number to become an authorized organization representative (AOR) 2. Once the account is set up the E-BIZ POC will be notified via email 3. Log into grants.gov using the password the E-BIZ POC received and create new password 4. This authorizes the AOR to submit applications on behalf of the organization	Same day but can take 8 weeks to be fully registered and approved in the system (note, applicants MUST obtain a DUNS number and SAM account before applying on grants.gov)	Register early! Log into grants.gov and check AOR status until it shows you have been approved

2. Request Application Package

Applicants may access the application package at www.grants.gov.

3. Application Package

Applicants must download the SF-424, Application for Federal Assistance, package associated with this funding opportunity at www.grants.gov. If Internet access is not available, or if the online forms cannot be accessed, applicants may call the CDC OGS staff at 770-488-2700Image Description: or e-mail OGS ogstims@cdc.gov for assistance. Persons with hearing loss may access CDC telecommunications at TTY 1-888-232-6348Image Description: .

4. Submission Dates and Times

If the application is not submitted by the deadline published in the FOA, it will not be processed. Office of Grants Services (OGS) personnel will notify the applicant that their application did not meet the deadline. The applicant must receive pre-approval to submit a paper application (see Other Submission Requirements section for additional details). If the applicant is authorized to submit a paper application, it must be received by the deadline provided by OGS.

a. Letter of Intent Deadline (must be emailed or postmarked by)

Due Date for Letter of Intent: **N/A**

b. Application Deadline

Due Date for Applications: **06/12/2017** , 11:59 p.m. U.S. Eastern Standard Time, at www.grants.gov. If Grants.gov is inoperable and cannot receive applications, and circumstances preclude advance notification of an extension, then applications must be submitted by the first business day on which grants.gov operations resume.

Date for Information Conference Call

April 18, 2017 at 2:00pm ET.

Dial-in number: (855) 644-0229

Passcode: 633-261

5. CDC Assurances and Certifications

All applicants are required to sign and submit "Assurances and Certifications" documents indicated at http://wwwn.cdc.gov/ grantassurances/ (S(mj444mxct51lnrv1hljjjmaa)) /Homepage.aspx.
Applicants may follow either of the following processes:

- Complete the applicable assurances and certifications with each application submission, name the file "Assurances and Certifications" and upload it as a PDF file with at www.grants.gov
- Complete the applicable assurances and certifications and submit them directly to CDC on an annual basis at http://wwwn.cdc.gov/ grantassurances/ (S(mj444mxct51lnrv1hljjjmaa))/ Homepage.aspx

Assurances and certifications submitted directly to CDC will be kept on file for one year and will apply to all applications submitted to CDC by the applicant within one year of the submission date.

Duplication of Efforts

Applicants are responsible for reporting if this application will result in programmatic, budgetary, or commitment overlap with another application or award (i.e. grant, cooperative agreement, or contract) submitted to another funding source in the same fiscal year. Programmatic overlap occurs when (1) substantially the same project is proposed in more than one application or is submitted to two or more funding sources for review and funding consideration or (2) a specific objective and the project design for accomplishing the objective are the same or closely related in two or more applications or awards, regardless of the funding source. Budgetary overlap occurs when duplicate or equivalent budgetary items (e.g., equipment, salaries) are requested in an application but already are provided by another source. Commitment overlap occurs when an individual's time commitment exceeds 100 percent, whether or not salary support is requested in the application. Overlap, whether programmatic, budgetary, or commitment of an individual's effort greater than 100 percent, is not permitted. Any overlap will be resolved by the CDC with the applicant and the PD/PI prior to award.
Report Submission: The applicant must upload the report in Grants.gov under "Other Attachment Forms." The document should be labeled: "Report on Programmatic, Budgetary, and Commitment Overlap."

6. Content and Form of Application Submission

Applicants are required to include all of the following documents with their application package at www.grants.gov.

7. Letter of Intent

LOI is not requested or required as part of the application for this FOA.

8. Table of Contents

(There is no page limit. The table of contents is not included in the project narrative page limit.): The applicant must provide, as a separate attachment, the "Table of Contents" for the entire submission package. Provide a detailed table of contents for the entire submission package that includes all of the documents in the application and headings in the "Project Narrative" section. Name the file "Table of Contents" and upload it as a PDF file under "Other Attachment Forms" at www.grants.gov.

9. Project Abstract Summary

(Maximum 1 page)
A project abstract is included on the mandatory documents list and must be submitted at www.grants.gov. The project abstract must be a self-contained, brief summary of the proposed project including the purpose and outcomes. This summary must not include any proprietary or confidential information. Applicants must enter the summary in the "Project Abstract Summary" text box at www.grants.gov.

10. Project Narrative

(Unless specified in the "H. Other Information" section, maximum of 20 pages, single spaced, 12 point font, 1-inch margins, number all pages. This includes the work plan. Content beyond the specified page number will not be reviewed.)
Applicants must submit a Project Narrative with the application forms. Applicants must name this file "Project Narrative" and upload it at www.grants.gov. The Project Narrative must include **all** of the following headings (including subheadings): Background, Approach, Applicant Evaluation and Performance Measurement Plan, Organizational Capacity of Applicants to Implement the Approach, and Work Plan. The Project Narrative must be succinct, self-explanatory, and in the order outlined in this section. It must address outcomes and activities to be conducted over the entire project period as identified in the CDC Project Description section. Applicants should use the federal plain language guidelines and Clear Communication Index to respond to this Funding Opportunity Announcement. Note that awardees should also use these tools when creating public communication materials supported by this FOA. Failure to follow the guidance and format may negatively impact scoring of the application.

a. Background

Applicants must provide a description of relevant background information that includes the context of the problem (See CDC Background).

b. Approach

i. Purpose

Applicants must describe in 2-3 sentences specifically how their application will address the public health problem as described in the CDC Background section.

ii. Outcomes

Applicants must clearly identify the outcomes they expect to achieve by the end of the project period, as identified in the logic model in the Approach section of the CDC Project Description. Outcomes are the results that the program intends to achieve and usually indicate the intended direction of change (e.g., increase, decrease).

iii. Strategies and Activities

Applicants must provide a clear and concise description of the strategies and activities they will use to achieve the project period outcomes. Applicants must select existing evidence-based strategies that meet their needs, or describe in the Applicant Evaluation and Performance Measurement Plan how these strategies will be evaluated over the course of the project period. See the Strategies and Activities section of the CDC

Project Description.

1. Collaborations
Applicants must describe how they will collaborate with programs and organizations either internal or external to CDC. Applicants must address the Collaboration requirements as described in the CDC Project Description.

2. Target Populations and Health Disparities
Applicants must describe the specific target population(s) in their jurisdiction and explain how such a target will achieve the goals of the award and/or alleviate health disparities. The applicants must also address how they will include specific populations that can benefit from the program that is described in the Approach section. Applicants must address the Target Populations and Health Disparities requirements as described in the CDC Project Description.

c. Applicant Evaluation and Performance Measurement Plan

Applicants must provide an evaluation and performance measurement plan that demonstrates how the awardee will fulfill the requirements described in the CDC Evaluation and Performance Measurement and Project Description sections of this FOA. At a minimum, the plan must describe:

- How applicant will collect the performance measures, respond to the evaluation questions, and use evaluation findings for continuous program quality improvement. The Paperwork Reduction Act of 1995 (PRA): Applicants are advised that any activities involving information collections (e.g., surveys, questionnaires, applications, audits, data requests, reporting, recordkeeping and disclosure requirements) from 10 or more individuals or non-Federal entities, including State and local governmental agencies, and funded or sponsored by the Federal Government are subject to review and approval by the Office of Management and Budget. For further information about CDC's requirements under PRA seehttp://www.hhs.gov/ ocio/policy/collection/.
- How key program partners will participate in the evaluation and performance measurement planning processes.
- Available data sources, feasibility of collecting appropriate evaluation and performance data, data management plan (DMP), and other relevant data information (e.g., performance measures proposed by the applicant).

Where the applicant chooses to, or is expected to, take on specific evaluation studies, they should be directed to:

- Describe the type of evaluations (i.e., process, outcome, or both).
- Describe key evaluation questions to be addressed by these evaluations.
- Describe other information (e.g., measures, data sources).

Awardees will be required to submit a more detailed Evaluation and Performance Measurement plan (including the DMP elements) within the first 6 months of award, as described in the Reporting Section of this FOA.

Note: Section 321 of the National Childhood Vaccine Injury Act waives application of the Paperwork Reduction Act to the types of information collection activities to be conducted under this FOA.

d. Organizational Capacity of Applicants to Implement the Approach

Applicants must address the organizational capacity requirements as described in the CDC Project Description.

11. Work Plan

(Included in the Project Narrative's page limit)
Applicants must prepare a work plan consistent with the CDC Project Description Work Plan section. The work plan integrates and delineates more specifically how the awardee plans to carry out achieving the project period outcomes, strategies and activities, evaluation and performance measurement.

12. Budget Narrative

Applicants must submit an itemized budget narrative. When developing the budget narrative, applicants must consider whether the proposed budget is reasonable and consistent with the purpose, outcomes, and program strategy outlined in the project narrative. The budget must include:

- Salaries and wages
- Fringe benefits
- Consultant costs
- Equipment
- Supplies
- Travel
- Other categories
- Contractual costs
- Total Direct costs
- Total Indirect costs

Indirect costs could include the cost of collecting, managing, sharing and preserving data.
Indirect costs will not be reimbursed under grants to foreign organizations, international organizations, and foreign components of grants to domestic organizations (does not affect indirect cost reimbursement to the domestic entity for domestic activities).
For guidance on completing a detailed budget, see Budget Preparation Guidelines at: http:// www.cdc.gov /grants /interested in applying /application resources.html.
If applicable and consistent with the cited statutory authority for this announcement, applicant entities may use funds for activities as they relate to the intent of this FOA to meet national standards or seek health department accreditation through the Public Health Accreditation Board (see: http://www.phaboard.org).
Applicant entities to whom this provision applies include state, local, territorial governments (including the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, the Commonwealth of the Northern Marianna Islands, American Samoa, Guam, the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau), or their bona fide agents, political subdivisions of states (in consultation with states), federally recognized or state-recognized American Indian or Alaska Native tribal governments, and American Indian or Alaska Native tribally designated organizations. Activities include those that enable a public health organization to deliver public health services such as activities that ensure a capable and qualified workforce, up-to-date information systems, and the capability to assess and respond to public health needs. Use of these funds must focus on achieving a minimum of one national standard that supports the intent of the FOA. Proposed activities must be included in the budget narrative and must indicate which standards will be addressed.
Applicants must name this file "Budget Narrative" and upload it as a PDF file at www.grants.gov. If requesting indirect costs in the budget, a copy of the indirect cost-rate agreement is required. If the indirect costs are requested, include a copy of the current negotiated federal indirect cost rate agreement or a cost allocation plan approval letter for those Grantees under such a plan. Applicants must name this file "Indirect Cost Rate" and upload it at www.grants.gov.

13. Funds Tracking

Proper fiscal oversight is critical to maintaining public trust in the stewardship of federal funds. Effective October 1, 2013, a new HHS policy on subaccounts requires the CDC to set up payment subaccounts within the Payment Management System (PMS) for all new grant awards. Funds awarded in support of approved activities and drawdown instructions will be identified on the Notice of Award in a newly established PMS subaccount (P subaccount). Grantees will be required to draw down funds from award-specific accounts in the PMS. Ultimately, the subaccounts will provide grantees and CDC a more detailed and precise understanding of financial transactions. The successful applicant will be required to track funds by P-accounts/sub accounts for each project/cooperative agreement awarded.
Applicants are encouraged to demonstrate a record of fiscal responsibility and the ability to provide sufficient and effective oversight. Financial management systems must meet the requirements as described 2 CFR 200 which include, but are not limited to, the following:

- Records that identify adequately the source and application of funds for federally-funded activities.
- Effective control over, and accountability for, all funds, property, and other assets.
- Comparison of expenditures with budget amounts for each Federal award.
- Written procedures to implement payment requirements.
- Written procedures for determining cost allowability.
- Written procedures for financial reporting and monitoring.

14. Intergovernmental Review

Executive Order 12372 does not apply to this program.

15. Pilot Program for Enhancement of Employee Whistleblower Protections

Pilot Program for Enhancement of Employee Whistleblower Protections: All applicants will be subject to a term and condition that applies the terms of 48 Code of Federal Regulations (CFR) section 3.908 to the award and requires that grantees inform their employees in writing (in the predominant native language of the workforce) of employee whistleblower rights and protections under 41 U.S.C. 4712.

16. Copyright Interests Provisions

This provision is intended to ensure that the public has access to the results and accomplishments of public health activities funded by CDC. Pursuant to applicable grant regulations and CDC's Public Access Policy, Recipient agrees to submit into the National Institutes of Health (NIH) Manuscript Submission (NIHMS) system an electronic version of the final, peer-reviewed manuscript of any such work developed under this award upon acceptance for publication, to be made publicly available no later than 12 months after the official date of publication. Also at the time of submission, Recipient and/or the Recipient's submitting author must specify the date the final manuscript will be publicly accessible through PubMed Central (PMC). Recipient and/or Recipient's submitting author must also post the manuscript through PMC within twelve (12) months of the publisher's official date of final publication; however the author is strongly encouraged to make the subject manuscript available as soon as possible. The recipient must obtain prior approval from the CDC for any exception to this provision.

The author's final, peer-reviewed manuscript is defined as the final version accepted for journal publication, and includes all modifications from the publishing peer review process, and all graphics and supplemental material associated with the article. Recipient and its submitting authors working under this award are responsible for ensuring that any publishing or copyright agreements concerning submitted articles reserve adequate right to fully comply with this provision and the license reserved by CDC. The manuscript will be hosted in both PMC and the CDC Stacks institutional repository system. In progress reports for this award,

recipient must identify publications subject to the CDC Public Access Policy by using the applicable NIHMS identification number for up to three (3) months after the publication date and the PubMed Central identification number (PMCID) thereafter.

17. Funding Restrictions

Restrictions that must be considered while planning the programs and writing the budget are:

- Awardees may not use funds for research.
- Awardees may not use funds for clinical care except as allowed by law.
- Awardees may use funds only for reasonable program purposes, including personnel, travel, supplies, and services.
- Generally, awardees may not use funds to purchase furniture or equipment. Any such proposed spending must be clearly identified in the budget.
- Reimbursement of pre-award costs generally is not allowed, unless the CDC provides written approval to the awardee.
- Other than for normal and recognized executive-legislative relationships, no funds may be used for:
    - publicity or propaganda purposes, for the preparation, distribution, or use of any material designed to support or defeat the enactment of legislation before any legislative body
    - the salary or expenses of any grant or contract recipient, or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations, regulation, administrative action, or Executive order proposed or pending before any legislative body
- See Additional Requirement (AR) 12 for detailed guidance on this prohibition and additional guidance on lobbying for CDC awardees.
- The direct and primary recipient in a cooperative agreement program must perform a substantial role in carrying out project outcomes and not merely serve as a conduit for an award to another party or provider who is ineligible.

The direct and primary recipient in a cooperative agreement program must perform a substantial role in carrying out project outcomes and not merely serve as a conduit for an award to another party.

18. Data Management Plan

As identified in the Evaluation and Performance Measurement section, applications involving data collection must include a Data Management Plan (DMP) as part of their evaluation and performance measurement plan. The DMP is the applicant's assurance of the quality of the public health data through the data's lifecycle and plans to deposit data in a repository to preserve and to make the data accessible in a timely manner. See web link for additional information:
https://www.cdc.gov/grants/additionalrequirements/ar-25.html

19. Other Submission Requirements

a. Electronic Submission: Applications must be submitted electronically at www.grants.gov. The application package can be downloaded at www.grants.gov. Applicants can complete the application package off-line and submit the application by uploading it at www.grants.gov. All application attachments must be submitted using a PDF file format. Directions for creating PDF files can be found at www.grants.gov. File formats other than PDF may not be readable by OGS Technical Information Management Section (TIMS) staff.

Applications must be submitted electronically by using the forms and instructions posted for this funding opportunity at www.grants.gov.

If Internet access is not available or if the forms cannot be accessed online, applicants may contact the OGS TIMS staff at 770- 488-2700 or by e-mail at ogstims@cdc.gov, Monday through Friday, 7:30 a.m.–4:30 p.m., except federal holidays. Electronic applications will be considered successful if they are available to OGS TIMS staff for processing from www.grants.gov on the deadline date.

b. Tracking Number: Applications submitted through www.grants.gov are time/date stamped electronically and assigned a tracking number. The applicant's Authorized Organization Representative (AOR) will be sent an e-mail notice of receipt when www.grants.gov receives the application. The tracking number documents that the application has been submitted and initiates the required electronic validation process before the application is made available to CDC.

c. Validation Process: Application submission is not concluded until the validation process is completed successfully. After the application package is submitted, the applicant will receive a "submission receipt" e-mail generated by www.grants.gov. A second e-mail message to applicants will then be generated by www.grants.gov that will either validate or reject the submitted application package. This validation process may take as long as two business days. Applicants are strongly encouraged to check the status of their application to ensure that submission of their package has been completed and no submission errors have occurred. Applicants also are strongly encouraged to allocate ample time for filing to guarantee that their application can be submitted and validated by the deadline published in the FOA. Non-validated applications will not be accepted after the published application deadline date.

If you do not receive a "validation" e-mail within two business days of application submission, please contact www.grants.gov. For instructions on how to track your application, refer to the e-mail message generated at the time of application submission or the Grants.gov Online User Guide. https:// www.grants.gov/help/html/help/index.htm? callingApp=custom#t= Get_Started%2FGet_Started. htm

d. Technical Difficulties: If technical difficulties are encountered at www.grants.gov, applicants should contact Customer Service at www.grants.gov. The www.grants.gov Contact Center is available 24 hours a day, 7 days a week, except federal holidays. The Contact Center is available by phone at 1-800-518-4726Image Description: or by e-mail at support@grants.gov. Application submissions sent by e-mail or fax, or on CDs or thumb drives will not be accepted. Please note that www.grants.gov is managed by HHS.

e. Paper Submission: If technical difficulties are encountered at www.grants.gov, applicants should call the www.grants.gov Contact Center at 1-800-518-4726Image Description: or e-mail them at support@grants.gov for assistance. After consulting with the Contact Center, if the technical difficulties remain unresolved and electronic submission is not possible, applicants may e-mail CDC GMO/GMS, before the deadline, and request permission to submit a paper application. Such requests are handled on a case-by-case basis.
An applicant's request for permission to submit a paper application must:

1. Include the www.grants.gov case number assigned to the inquiry
2. Describe the difficulties that prevent electronic submission and the efforts taken with the www.grants.gov Contact Center to submit electronically; and
3. Be received via e-mail to the GMS/GMO listed below at least three calendar days before the application deadline. Paper applications submitted without prior approval will not be considered.

   If a paper application is authorized, OGS will advise the applicant of specific instructions for submitting the application (e.g., original and two hard copies of the application by U.S. mail or express delivery service).

E. Review and Selection Process

1. Review and Selection Process: Applications will be reviewed in three phases

a. Phase 1 Review

All applications will be initially reviewed for eligibility and completeness by CDC Office of Grants Services. Complete applications will be reviewed for responsiveness by the Grants Management Officials and Program Officials. Non-responsive applications will not advance to Phase II review. Applicants will be notified that their applications did not meet eligibility and/or published submission requirements.

b. Phase II Review

A review panel will evaluate complete, eligible applications in accordance with the criteria below.
i. Approach
ii. Evaluation and Performance Measurement
iii. Applicant's Organizational Capacity to Implement the Approach
Not more than thirty days after the Phase II review is completed, applicants will be notified electronically if their application does not meet eligibility or published submission requirements.

i. Approach	Maximum Points:40

- To what extent does the applicant demonstrate an understanding of the immunization program and needs of immunization program managers?
- To what extent does the applicant clearly identify the activities planned to address the strategies?
- To what extent does the proposed approach include objectives, activities, deliverables, a timeline, milestones, and staff responsible?
- To what extent does the applicant address each of the project strategies and activities?
- To what extent are the activities realistic, achievable, and appropriate for the expected outcomes of the project?
- To what extent is the applicant's timeline logical and realistic?
- To what extent does the applicant approach link activities to personnel responsible for conducting the activities?

ii. Evaluation and Performance Measurement	Maximum Points:25

- To what extent does the applicant provide a plan for evaluation and performance management that is feasible, methodologically sound, engages key partners, and identifies staff responsible for planning and implementing the evaluation?
- To what extent does the applicant describe how evaluation findings will be used for continuous program and quality improvement?
- To what extent does the applicant's proposed evaluation plan address all of the applicant's goals/objectives and the expected outputs and outcomes stated in the FOA?

iii. Applicant's Organizational Capacity to Implement the Approach	Maximum Points:35

- To what extent does the applicant demonstrate expertise in both working with federally funded immunization programs and immunization technical areas, such as: program management, vaccine management, vaccine storage and handling, information technology and immunization information systems, immunization policy, vaccine funding, health education, and vaccine-preventable disease surveillance?
- To what extent does the applicant describe having an organization mission dedicated to supporting immunization program managers throughout the nation?
- To what extent does the applicant demonstrate relevant experience and capacity to achieve strategies, activities, and expected outcomes of the project?

- To what extent does the applicant describe a staffing plan and project management structure that clearly defines staff roles and will meet the outcomes of the project? Has each planned activity been associated with a staff person or consultant? Have CVs/resumes and an organizational chart been provided?

Budget

The budget will not be scored; however, reviewers will assess:

- Is the budget detailed, clear, and present a reasonable justification consistent with the planned work?
- Are the proposed budget line items appear to sufficiently support the planned work?

c. Phase III Review

Applications will be funded in order by score and rank determined by the review panel.

Review of risk posed by applicants.
Prior to making a Federal award, CDC is required by 31 U.S.C. 3321 and 41 U.S.C. 2313 to review information available through any OMB-designated repositories of government-wide eligibility qualification or financial integrity information as appropriate. See also suspension and debarment requirements at 2 CFR parts 180 and 376.
In accordance 41 U.S.C. 2313, CDC is required to review the non-public segment of the OMB-designated integrity and performance system accessible through SAM (currently the Federal Awardee Performance and Integrity Information System (FAPIIS)) prior to making a Federal award where the Federal share is expected to exceed the simplified acquisition threshold, defined in 41 U.S.C. 134, over the period of performance. At a minimum, the information in the system for a prior Federal award recipient must demonstrate a satisfactory record of executing programs or activities under Federal grants, cooperative agreements, or procurement awards; and integrity and business ethics. CDC may make a Federal award to a recipient who does not fully meet these standards, if it is determined that the information is not relevant to the current Federal award under consideration or there are specific conditions that can appropriately mitigate the effects of the non-Federal entity's risk in accordance with 45 CFR §75.207.
CDC's framework for evaluating the risks posed by an applicant may incorporate results of the evaluation of the applicant's eligibility or the quality of its application. If it is determined that a Federal award will be made, special conditions that correspond to the degree of risk assessed may be applied to the Federal award. The evaluation criteria is described in this funding opportunity announcement.
In evaluating risks posed by applicants, CDC will use a risk-based approach and may consider any items such as the following:
(1) Financial stability;
(2) Quality of management systems and ability to meet the management standards prescribed in this part;
(3) History of performance. The applicant's record in managing Federal awards, if it is a prior recipient of Federal awards, including timeliness of compliance with applicable reporting requirements, conformance to the terms and conditions of previous Federal awards, and if applicable, the extent to which any previously awarded amounts will be expended prior to future awards;
(4) Reports and findings from audits performed under subpart F 45 CFR 75 or the reports and findings of any other available audits; and
(5) The applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on non-Federal entities.
CDC must comply with the guidelines on government-wide suspension and debarment in 2 CFR part 180, and require non-Federal entities to comply with these provisions. These provisions restrict Federal awards,

subawards and contracts with certain parties that are debarred, suspended or otherwise excluded from or ineligible for participation in Federal programs or activities.

2. Announcement and Anticipated Award Dates

August 21, 2017

F. Award Administration Information

1. Award Notices

Awardees will receive an electronic copy of the Notice of Award (NOA) from CDC OGS. The NOA shall be the only binding, authorizing document between the awardee and CDC. The NOA will be signed by an authorized GMO and emailed to the Awardee Business Officer listed in application and the Program Director.

Any applicant awarded funds in response to this FOA will be subject to the DUNS, SAM Registration, and Federal Funding Accountability And Transparency Act Of 2006 (FFATA) requirements.

Unsuccessful applicants will receive notification of these results by e-mail with delivery receipt or by U.S. mail.

2. Administrative and National Policy Requirements

Awardees must comply with the administrative and public policy requirements outlined in 45 CFR Part 75 and the HHS Grants Policy Statement, as appropriate.
Brief descriptions of relevant provisions are available at http://www.cdc.gov/grants/additionalrequirements/index.html#ui-id-17.
The HHS Grants Policy Statement is available at http://www.hhs.gov/sites/default/files/grants/grants/policies-regulations/hhsgps107.pdf.

- *AR-10: Smoke-Free Workplace Requirements*
- *AR-11: Healthy People 2020*
- *AR-12: Lobbying Restrictions (June 2012)*
- *AR-13: Prohibition on Use of CDC Funds for Certain Gun Control Activities*
- *AR-14: Accounting System Requirements*
- *AR-15: Proof of Non-profit Status*
- *AR-20: Conference Support*
- *AR-21: Small, Minority, And Women-owned Business*
- *AR-24: Health Insurance Portability and Accountability Act Requirements*
- *AR-25: Data Management and Access*
- *AR-26: National Historic Preservation Act of 1966*
- *AR-27: Conference Disclaimer and Use of Logos*
- *AR-30: Compliance with Section 508 of the Rehabilitation Act of 1973*

For more information on the CFR visit http://www. access.gpo.gov/ nara/cfr/cfr-table- search.html

3. Reporting

Reporting provides continuous program monitoring and identifies successes and challenges that awardees encounter throughout the project period. Also, reporting is a requirement for awardees who want to apply for yearly continuation of funding. Reporting helps CDC and awardees because it:

- Helps target support to awardees;

- Provides CDC with periodic data to monitor awardee progress toward meeting the FOA outcomes and overall performance;
- Allows CDC to track performance measures and evaluation findings for continuous quality and program improvement throughout the project period and to determine applicability of evidence-based approaches to different populations, settings, and contexts; and
- Enables CDC to assess the overall effectiveness and influence of the FOA.

The table below summarizes required and optional reports. All required reports must be sent electronically to GMS listed in the "Agency Contacts" section of the FOA copying the CDC Project Officer.

Report	When?	Required?
Awardee Evaluation and Performance Measurement Plan, including Data Management Plan (DMP)	6 months into award	Yes
Annual Performance Report (APR)	No later than 120 days before end of budget period. Serves as yearly continuation application.	Yes
Data on Performance Measures	CDC program determines. Only if program wants more frequent performance measure reporting than annually in APR.	No
Federal Financial Reporting Forms	90 days after end of calendar quarter in which budget period ends	Yes
Final Performance and Financial Report	90 days after end of project period.	Yes
Payment Management System (PMS) Reporting	Quarterly reports due January 30, 2017; April 30, 2017; July 30, 2017; October 30, 2017; January 30, 2018.	Yes

a. Awardee Evaluation and Performance Measurement Plan (required)
With support from CDC, awardees must elaborate on their initial applicant evaluation and performance measurement plan. This plan must be no more than 20 pages; awardees must submit the plan 6 months into the award. HHS/CDC will review and approve the recipient's monitoring and evaluation plan to ensure that it is appropriate for the activities to be undertaken as part of the agreement, for compliance with the monitoring and evaluation guidance established by HHS/CDC, or other guidance otherwise applicable to this Agreement.

Awardee Evaluation and Performance Measurement Plan (required): This plan should provide additional detail on the following:

Performance Measurement

• Performance measures and targets
• The frequency that performance data are to be collected.

• How performance data will be reported.
• How quality of performance data will be assured.
• How performance measurement will yield findings to demonstrate progress towards achieving FOA goals (e.g., reaching target populations or achieving expected outcomes).
• Dissemination channels and audiences.
• Other information requested as determined by the CDC program.

Evaluation

• The types of evaluations to be conducted (e.g. process or outcome evaluations).
• The frequency that evaluations will be conducted.
• How evaluation reports will be published on a publically available website.
• How evaluation findings will be used to ensure continuous quality and program improvement.
• How evaluation will yield findings to demonstrate the value of the FOA (e.g., effect on improving public health outcomes, effectiveness of FOA, cost-effectiveness or cost-benefit).
• Dissemination channels and audiences.

HHS/CDC or its designee will also undertake monitoring and evaluation of the defined activities within the agreement. The recipient must ensure reasonable access by HHS/CDC or its designee to all necessary sites, documentation, individuals and information to monitor, evaluate and verify the appropriate implementation the activities and use of HHS/CDC funding under this Agreement.

b. Annual Performance Report (APR) (required)

The awardee must submit the APR via www.Grantsolutions.gov no later than120 days prior to the end of the budget period. This report must not exceed 45 pages excluding administrative reporting. Attachments are not allowed, but weblinks are allowed.
This report must include the following:

- **Performance Measures:** Awardees must report on performance measures for each budget period and update measures, if needed.
- **Evaluation Results:** Awardees must report evaluation results for the work completed to date (including findings from process or outcome evaluations).
- **Work Plan:** Awardees must update work plan each budget period to reflect any changes in project period outcomes, activities, timeline, etc.
- **Successes**
    - Awardees must report progress on completing activities and progress towards achieving the project period outcomes described in the logic model and work plan.
    - Awardees must describe any additional successes (e.g. identified through evaluation results or lessons learned) achieved in the past year.
    - Awardees must describe success stories.
- **Challenges**
    - Awardees must describe any challenges that hindered or might hinder their ability to complete the work plan activities and achieve the project period outcomes.
    - Awardees must describe any additional challenges (e.g., identified through evaluation results or lessons learned) encountered in the past year.
- **CDC Program Support to Awardees**
    - Awardees must describe how CDC could help them overcome challenges to complete activities in the work plan and achieving project period outcomes.
- **Administrative Reporting** (No page limit)
    - SF-424A Budget Information-Non-Construction Programs.
    - Budget Narrative – Must use the format outlined in "Content and Form of Application

Submission, Budget Narrative" section.
- Indirect Cost Rate Agreement.

The awardees must submit the Annual Performance Report via www.Grantsolutions.gov no later than 120 days prior to the end of the budget period.

c. Performance Measure Reporting (optional)
CDC programs may require more frequent reporting of performance measures than annually in the APR. If this is the case, CDC programs must specify reporting frequency, data fields, and format for awardees at the beginning of the award period.

d. Federal Financial Reporting (FFR) (required)
The annual FFR form (SF-425) is required and must be submitted 90 days after the end of the budget period. The report must include only those funds authorized and disbursed during the timeframe covered by the report. The final FFR must indicate the exact balance of unobligated funds, and may not reflect any unliquidated obligations. There must be no discrepancies between the final FFR expenditure data and the Payment Management System's (PMS) cash transaction data. Failure to submit the required information by the due date may adversely affect the future funding of the project. If the information cannot be provided by the due date, awardees are required to submit a letter of explanation to OGS and include the date by which the Grants Officer will receive information.

e. Final Performance and Financial Report (required)
This report is due 90 days after the end of the project period. CDC programs must indicate that this report should not exceed 40 pages. This report covers the entire project period and can include information previously reported in APRs. At a minimum, this report must include the following:

- Performance Measures – Awardees must report final performance data for all process and outcome performance measures.
- Evaluation Results – Awardees must report final evaluation results for the project period for any evaluations conducted.
- Impact/Results/Success Stories – Awardees must use their performance measure results and their evaluation findings to describe the effects or results of the work completed over the project period, and can include some success stories.
- A final Data Management Plan that includes the location of the data collected during the funded period, for example, repository name and link data set(s)
- Additional forms as described in the Notice of Award (e.g., Equipment Inventory Report, Final Invention Statement).

4. Federal Funding Accountability and Transparency Act of 2006 (FFATA)

Federal Funding Accountability and Transparency Act of 2006 (FFATA), P.L. 109–282, as amended by section 6202 of P.L. 110–252 requires full disclosure of all entities and organizations receiving Federal funds including awards, contracts, loans, other assistance, and payments through a single publicly accessible Web site, http://www.USASpending.gov.
Compliance with this law is primarily the responsibility of the Federal agency. However, two elements of the law require information to be collected and reported by applicants: 1) information on executive compensation when not already reported through the SAM, and 2) similar information on all sub-awards/subcontracts/consortiums over $25,000.
For the full text of the requirements under the FFATA and HHS guidelines, go to:

- https://www.gpo.gov/fdsys/pkg/PLAW-109publ282/pdf/PLAW-109publ282.pdf,
- https://www. fsrs.gov/documents /ffata_legislation_ 110_252.pdf

- http://www.hhs.gov/grants/grants/grants-policies-regulations/index.html#FFATA.

5. Reporting of Foreign Taxes (International/Foreign projects only)

A. Valued Added Tax (VAT) and Customs Duties – Customs and import duties, consular fees, customs surtax, valued added taxes, and other related charges are hereby authorized as an allowable cost for costs incurred for non-host governmental entities operating where no applicable tax exemption exists. This waiver does not apply to countries where a bilateral agreement (or similar legal document) is already in place providing applicable tax exemptions and it is not applicable to Ministries of Health. Successful applicants will receive information on VAT requirements via their Notice of Award.

B. The U.S. Department of State requires that agencies collect and report information on the amount of taxes assessed, reimbursed and not reimbursed by a foreign government against commodities financed with funds appropriated by the U.S. Department of State, Foreign Operations and Related Programs Appropriations Act (SFOAA) ("United States foreign assistance funds"). Outlined below are the specifics of this requirement:

1) Annual Report: The grantee must submit a report on or before November 16 for each foreign country on the amount of foreign taxes charged, as of September 30 of the same year, by a foreign government on commodity purchase transactions valued at 500 USD or more financed with United States foreign assistance funds under this grant during the prior United States fiscal year (October 1 – September 30), and the amount reimbursed and unreimbursed by the foreign government. [Reports are required even if the grantee did not pay any taxes during the reporting period.]

2) Quarterly Report: The grantee must quarterly submit a report on the amount of foreign taxes charged by a foreign government on commodity purchase transactions valued at 500 USD or more financed with United States foreign assistance funds under this grant. This report shall be submitted no later than two weeks following the end of each quarter: April 15, July 15, October 15 and January 15.

3) Terms: For purposes of this clause:
"Commodity" means any material, article, supplies, goods, or equipment;
"Foreign government" includes any foreign government entity;
"Foreign taxes" means value-added taxes and custom duties assessed by a foreign government on a commodity. It does not include foreign sales taxes.

4) Where: Submit the reports to the Director and Deputy Director of the CDC office in the country(ies) in which you are carrying out the activities associated with this cooperative agreement. In countries where there is no CDC office, send reports to VATreporting@cdc.gov.

5) Contents of Reports: The reports must contain:
a. grantee name;
b. contact name with phone, fax, and e-mail;
c. agreement number(s) if reporting by agreement(s);
d. reporting period;
e. amount of foreign taxes assessed by each foreign government;
f. amount of any foreign taxes reimbursed by each foreign government;
g. amount of foreign taxes unreimbursed by each foreign government.

6) Subagreements. The grantee must include this reporting requirement in all applicable subgrants and other subagreements.

G. Agency Contacts

CDC encourages inquiries concerning this FOA.

Program Office Contact

For programmatic technical assistance, contact:
Tai Baker, Project Officer
Department of Health and Human Services
Centers for Disease Control and Prevention
1600 Clifton Road, NE, MS: A-19
Atlanta, GA 30329

Telephone: 770.488.5175
Email: tnbaker@cdc.gov

Grants Staff Contact

For **financial, awards management, or budget assistance,** contact:
Erica Stewart, Grants Management Specialist
Department of Health and Human Services
Office of Grants Services
2920 Brandywine Road, MS: K-14
Atlanta, GA 30341

Telephone: (770) 488-2769
Email: ity9@cdc.gov

For assistance with **submission difficulties related to** www.grants.gov, contact the Contact Center by phone at 1-800-518-4726Image Description: .
Hours of Operation: 24 hours a day, 7 days a week, except on federal holidays.

For all other **submission** questions, contact:
Technical Information Management Section
Department of Health and Human Services
CDC Office of Financial Resources
Office of Grants Services
2920 Brandywine Road, MS E-14
Atlanta, GA 30341
Telephone: 770-488-2700Image Description:
E-mail: ogstims@cdc.gov

CDC Telecommunications for persons with hearing loss is available at: TTY
1-888-232-6348Image Description:

H. Other Information

Following is a list of acceptable attachments **applicants** can upload as PDF files as part of their application at www.grants.gov. Applicants may not attach documents other than those listed; if other documents are attached, applications will not be reviewed.

- Project Abstract
- Project Narrative
- Budget Narrative
- CDC Assurances and Certifications
- Report on Programmatic, Budgetary and Commitment Overlap
- Table of Contents for Entire Submission

For international FOAs:

- SF424
- SF424A
- Funding Preference Deliverables

Optional attachments, as determined by CDC programs:

- Resumes / CVs
- Position descriptions
- Letters of Support
- Organization Charts
- Non-profit organization IRS status forms, if applicable
- Indirect Cost Rate, if applicable
- Memorandum of Agreement (MOA)
- Memorandum of Understanding (MOU)
- Bona Fide Agent status documentation, if applicable

More information about CDC's National Center for Immunization and Respiratory Diseases can be found online at: https://www.cdc.gov/ncird/index.html.

More information about immunization program managers can be found online at: https://www.cdc.gov/vaccines/imz-managers/index.html.

I. Glossary

Activities: The actual events or actions that take place as a part of the program.
Administrative and National Policy Requirements, Additional Requirements (ARs): Administrative requirements found in 45 CFR Part 75 and other requirements mandated by statute or CDC policy. All ARs are listed in the Template for CDC programs. CDC programs must indicate which ARs are relevant to the FOA; awardees must comply with the ARs listed in the FOA. To view brief descriptions of relevant provisions, see http:// www.cdc.gov/ grants/ additional requirements/ index.html. Note that 2 CFR 200 supersedes the administrative requirements (A-110 & A-102), cost principles (A-21, A-87 & A-122) and audit requirements (A-50, A-89 & A-133).
Approved but Unfunded: Approved but unfunded refers to applications recommended for approval during the objective review process; however, they were not recommended for funding by the program office and/or the grants management office.
Award: Financial assistance that provides support or stimulation to accomplish a public purpose. Awards include grants and other agreements (e.g., cooperative agreements) in the form of money, or property in lieu of money, by the federal government to an eligible applicant.
Budget Period or Budget Year: The duration of each individual funding period within the project period.

Traditionally, budget periods are 12 months or 1 year.
Carryover: Unobligated federal funds remaining at the end of any budget period that, with the approval of the GMO or under an automatic authority, may be carried over to another budget period to cover allowable costs of that budget period either as an offset or additional authorization. Obligated but liquidated funds are not considered carryover.
Catalog of Federal Domestic Assistance (CFDA): A government-wide compendium published by the General Services Administration (available on-line in searchable format as well as in printable format as a .pdf file) that describes domestic assistance programs administered by the Federal Government.
CFDA Number: A unique number assigned to each program and FOA throughout its lifecycle that enables data and funding tracking and transparency.
CDC Assurances and Certifications: Standard government-wide grant application forms.
Competing Continuation Award: A financial assistance mechanism that adds funds to a grant and adds one or more budget periods to the previously established project period (i.e., extends the "life" of the award).
Continuous Quality Improvement: A system that seeks to improve the provision of services with an emphasis on future results.
Contracts: An award instrument used to acquire (by purchase, lease, or barter) property or services for the direct benefit or use of the Federal Government.
Cooperative Agreement: A financial assistance award with the same kind of interagency relationship as a grant except that it provides for substantial involvement by the federal agency funding the award. Substantial involvement means that the recipient can expect federal programmatic collaboration or participation in carrying out the effort under the award.
Cost Sharing or Matching: Refers to program costs not borne by the Federal Government but by the awardees. It may include the value of allowable third-party, in-kind contributions, as well as expenditures by the awardee.
Direct Assistance: A financial assistance mechanism, which must be specifically authorized by statute, whereby goods or services are provided to recipients in lieu of cash. DA generally involves the assignment of federal personnel or the provision of equipment or supplies, such as vaccines. DA is primarily used to support payroll and travel expenses of CDC employees assigned to state, tribal, local, and territorial (STLT) health agencies that are recipients of grants and cooperative agreements. Most legislative authorities that provide financial assistance to STLT health agencies allow for the use of DA. http:// www.cdc.gov /grants /additionalrequirements /index.html.
DUNS: The Dun and Bradstreet (D&B) Data Universal Numbering System (DUNS) number is a nine-digit number assigned by Dun and Bradstreet Information Services. When applying for Federal awards or cooperative agreements, all applicant organizations must obtain a DUNS number as the Universal Identifier. DUNS number assignment is free. If requested by telephone, a DUNS number will be provided immediately at no charge. If requested via the Internet, obtaining a DUNS number may take one to two days at no charge. If an organization does not know its DUNS number or needs to register for one, visit Dun & Bradstreet at http://fedgov.dnb.com/ webform/displayHomePage.do.
Evaluation (program evaluation): The systematic collection of information about the activities, characteristics, and outcomes of programs (which may include interventions, policies, and specific projects) to make judgments about that program, improve program effectiveness, and/or inform decisions about future program development.
Evaluation Plan: A written document describing the overall approach that will be used to guide an evaluation, including why the evaluation is being conducted, how the findings will likely be used, and the design and data collection sources and methods. The plan specifies what will be done, how it will be done, who will do it, and when it will be done. The FOA evaluation plan is used to describe how the awardee and/or CDC will determine whether activities are implemented appropriately and outcomes are achieved.
Federal Funding Accountability and Transparency Act of 2006 (FFATA): Requires that information about federal awards, including awards, contracts, loans, and other assistance and payments, be available to the public on a single website at www.USAspending.gov.
Fiscal Year: The year for which budget dollars are allocated annually. The federal fiscal year starts October

1 and ends September 30.
Grant: A legal instrument used by the federal government to transfer anything of value to a recipient for public support or stimulation authorized by statute. Financial assistance may be money or property. The definition does not include a federal procurement subject to the Federal Acquisition Regulation; technical assistance (which provides services instead of money); or assistance in the form of revenue sharing, loans, loan guarantees, interest subsidies, insurance, or direct payments of any kind to a person or persons. The main difference between a grant and a cooperative agreement is that in a grant there is no anticipated substantial programmatic involvement by the federal government under the award.
Grants.gov: A "storefront" web portal for electronic data collection (forms and reports) for federal grant-making agencies at www.grants.gov.
Grants Management Officer (GMO): The individual designated to serve as the HHS official responsible for the business management aspects of a particular grant(s) or cooperative agreement(s). The GMO serves as the counterpart to the business officer of the recipient organization. In this capacity, the GMO is responsible for all business management matters associated with the review, negotiation, award, and administration of grants and interprets grants administration policies and provisions. The GMO works closely with the program or project officer who is responsible for the scientific, technical, and programmatic aspects of the grant.
Grants Management Specialist (GMS): A federal staff member who oversees the business and other non-programmatic aspects of one or more grants and/or cooperative agreements. These activities include, but are not limited to, evaluating grant applications for administrative content and compliance with regulations and guidelines, negotiating grants, providing consultation and technical assistance to recipients, post-award administration and closing out grants.
Health Disparities: Differences in health outcomes and their determinants among segments of the population as defined by social, demographic, environmental, or geographic category.
Health Equity: Striving for the highest possible standard of health for all people and giving special attention to the needs of those at greatest risk of poor health, based on social conditions.
Health Inequities: Systematic, unfair, and avoidable differences in health outcomes and their determinants between segments of the population, such as by socioeconomic status (SES), demographics, or geography.
Healthy People 2020: National health objectives aimed at improving the health of all Americans by encouraging collaboration across sectors, guiding people toward making informed health decisions, and measuring the effects of prevention activities.
Inclusion: Both the meaningful involvement of a community's members in all stages of the program process and the maximum involvement of the target population that the intervention will benefit. Inclusion ensures that the views, perspectives, and needs of affected communities, care providers, and key partners are considered.
Indirect Costs: Costs that are incurred for common or joint objectives and not readily and specifically identifiable with a particular sponsored project, program, or activity; nevertheless, these costs are necessary to the operations of the organization. For example, the costs of operating and maintaining facilities, depreciation, and administrative salaries generally are considered indirect costs.
Intergovernmental Review: Executive Order 12372 governs applications subject to Intergovernmental Review of Federal Programs. This order sets up a system for state and local governmental review of proposed federal assistance applications. Contact the state single point of contact (SPOC) to alert the SPOC to prospective applications and to receive instructions on the State's process. Visit the following web address to get the current SPOC list: http://www.whitehouse.gov/omb/ grants_spoc/.
Letter of Intent (LOI): A preliminary, non-binding indication of an organization's intent to submit an application.
Lobbying: Direct lobbying includes any attempt to influence legislation, appropriations, regulations, administrative actions, executive orders (legislation or other orders), or other similar deliberations at any level of government through communication that directly expresses a view on proposed or pending legislation or other orders, and which is directed to staff members or other employees of a legislative body, government officials, or employees who participate in formulating legislation or other orders. Grass roots

lobbying includes efforts directed at inducing or encouraging members of the public to contact their elected representatives at the federal, state, or local levels to urge support of, or opposition to, proposed or pending legislative proposals.
Logic Model: A visual representation showing the sequence of related events connecting the activities of a program with the programs' desired outcomes and results.
Maintenance of Effort: A requirement contained in authorizing legislation, or applicable regulations that a recipient must agree to contribute and maintain a specified level of financial effort from its own resources or other non-government sources to be eligible to receive federal grant funds. This requirement is typically given in terms of meeting a previous base-year dollar amount.
Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA): Document that describes a bilateral or multilateral agreement between parties expressing a convergence of will between the parties, indicating an intended common line of action. It is often used in cases where the parties either do not imply a legal commitment or cannot create a legally enforceable agreement.
Nonprofit Organization: Any corporation, trust, association, cooperative, or other organization that is operated primarily for scientific, educational, service, charitable, or similar purposes in the public interest; is not organized for profit; and uses net proceeds to maintain, improve, or expand the operations of the organization. Nonprofit organizations include institutions of higher educations, hospitals, and tribal organizations (that is, Indian entities other than federally recognized Indian tribal governments).
Notice of Award (NoA): The official document, signed (or the electronic equivalent of signature) by a Grants Management Officer that: (1) notifies the recipient of the award of a grant; (2) contains or references all the terms and conditions of the grant and Federal funding limits and obligations; and (3) provides the documentary basis for recording the obligation of Federal funds in the HHS accounting system.
Objective Review: A process that involves the thorough and consistent examination of applications based on an unbiased evaluation of scientific or technical merit or other relevant aspects of the proposal. The review is intended to provide advice to the persons responsible for making award decisions.
Outcome: The results of program operations or activitIes; the effects triggered by the program. For example, increased knowledge, changed attitudes or beliefs, reduced tobacco use, reduced morbidity and mortality.
Performance Measurement: The ongoing monitoring and reporting of program accomplishments, particularly progress toward pre-established goals, typically conducted by program or agency management. Performance measurement may address the type or level of program activities conducted (process), the direct products and services delivered by a program (outputs), or the results of those products and services (outcomes). A "program" may be any activity, project, function, or policy that has an identifiable purpose or set of objectives.
Plain Writing Act of 2010: The Plain Writing Act of 2010 requires that federal agencies use clear communication that the public can understand and use. FOAs must be written in clear, consistent language so that any reader can understand expectations and intended outcomes of the funded program. CDC programs should use FOA plain writing tips when writing FOAs.
Program Strategies: Strategies are groupings of related activities, usually expressed as general headers (e.g., Partnerships, Assessment, Policy) or as brief statements (e.g., Form partnerships, Conduct assessments, Formulate policies).
Program Official: Person responsible for developing the FOA; can be either a project officer, program manager, branch chief, division leader, policy official, center leader, or similar staff member.
Project Period Outcome: An outcome that will occur by the end of the FOA's funding period.
Public Health Accreditation Board (PHAB): A nonprofit organization that works to promote and protect the health of the public by advancing the quality and performance of public health departments in the U.S. through national public health department accreditation http://www.phaboard.org.
Social Determinants of Health: Conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.
Statute: An act of the legislature; a particular law enacted and established by the will of the legislative department of government, expressed with the requisite formalities. In foreign or civil law any particular

municipal law or usage, though resting for its authority on judicial decisions, or the practice of nations.
Statutory Authority: Authority provided by legal statute that establishes a federal financial assistance program or award.
System for Award Management (SAM): The primary vendor database for the U.S. federal government. SAM validates applicant information and electronically shares secure and encrypted data with federal agencies' finance offices to facilitate paperless payments through Electronic Funds Transfer (EFT). SAM stores organizational information, allowing www.grants.gov to verify identity and pre-fill organizational information on grant applications.
Technical Assistance: Advice, assistance, or training pertaining to program development, implementation, maintenance, or evaluation that is provided by the funding agency.
Work Plan: The summary of project period outcomes, strategies and activities, personnel and/or partners who will complete the activities, and the timeline for completion. The work plan will outline the details of all necessary activities that will be supported through the approved budget.

FOA-specific Glossary and Acronyms